

Base Plan

I. INTRODUCTION

The District of Columbia (the District or DC) is a unique governmental entity in the United States. It is simultaneously considered a city, a state, and a federal entity with many strong connections to the institutions of our national government. The White House, the Capitol, the Supreme Court, and dozens of federal agencies lie within the District. The Washington Monument, Lincoln Memorial, and other key symbols of our nation's history and culture reside here. With its government institutions, defense interests, tourist attractions, and natural environment, the District is a unique and visible symbol of America—highly visible but also vulnerable.

The District is vulnerable to numerous hazards including severe weather and hazardous material spills. It is also vulnerable to terrorist attacks. The District can manage many disaster situations with internal resources; however, there are possible incidents that may overwhelm its assets and capabilities. The District Response Plan (DRP) establishes the framework that ensures the District's preparedness to deal with any of these hazards.

The DRP structures the response organizations functionally: grouping capabilities, skills, resources, and authorities across the District government into specific functional areas. Using this functional framework, the DRP outlines how resources will be leveraged and implemented and, when necessary, how federal and regional partners will be engaged for support. The plan unifies efforts of District agencies and departments, non-governmental and voluntary organizations, and regional and federal partners involved in emergency management for a comprehensive effort to reduce the effects of any emergency or disaster within the District.

The DRP is organized into the following sections:

- The **Base Plan** outlines how District agencies will respond to, recover from, and mitigate the impact of a disaster. The Base Plan contains sections that describe policies, planning assumptions, concept of operations, incident life cycle, responsibilities, and preparedness cycle.

DC Facts and Figures

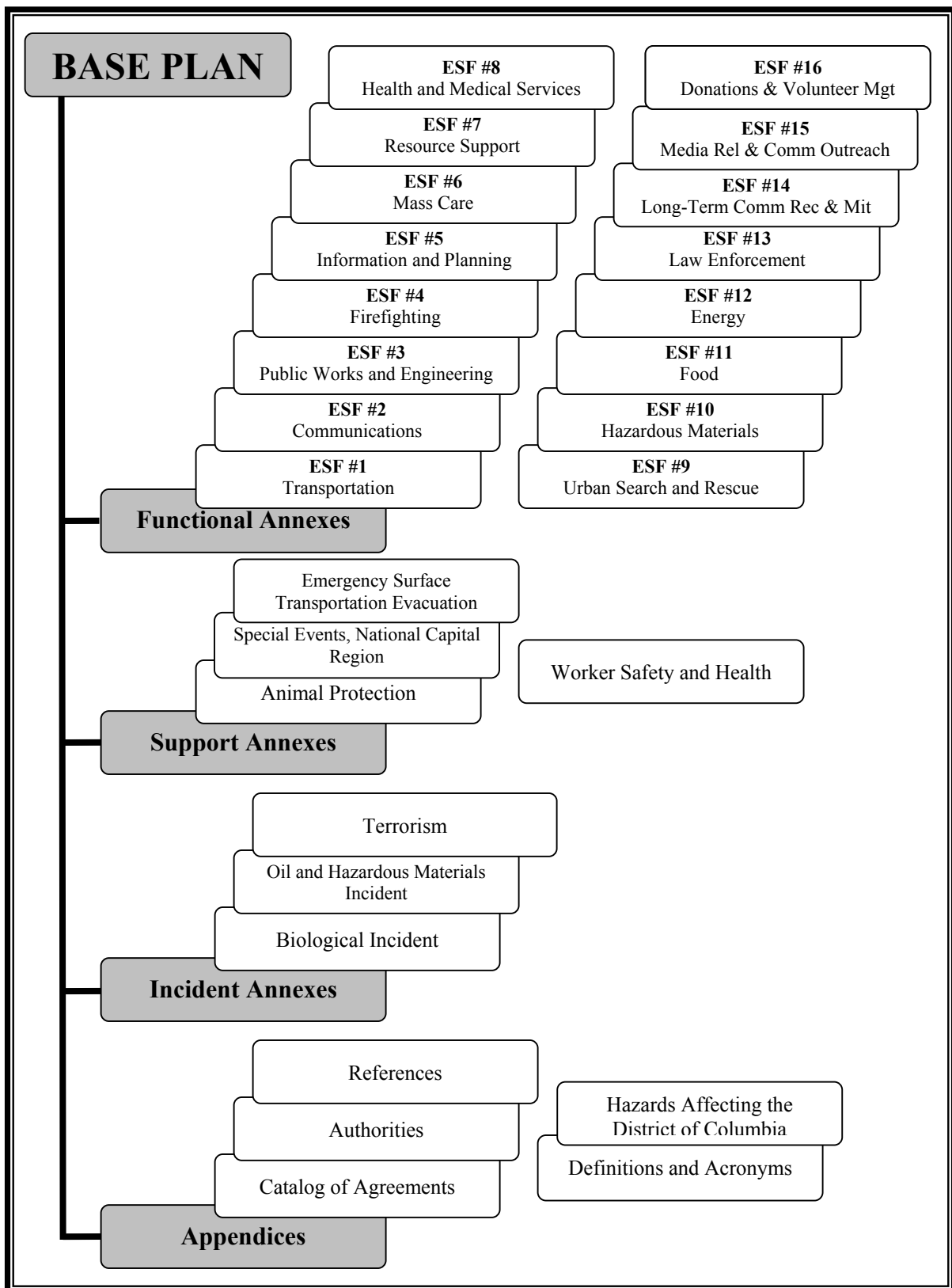
- 69 square miles
- 572,000 DC residents
- 5 million residents in the DC metropolitan area
- Seat of the federal government
- 45,300 business firms
- 12 colleges and universities
- Hundreds of museums, monuments, theaters, and attractions
- Historical significance
- 4 military installations
- 20 million visitors annually

- The **Emergency Support Function Annexes** organize the District agencies and departments into Emergency Support Functions (ESFs). The District has identified 16 ESFs, a structure patterned after the system outlined in the National Response Plan (NRP). Each of the 16 ESF Annexes to the Basic Plan outline the purpose and scope of each function, the operating policies, planning assumptions, concept of operations, and responsibilities of the primary and support agencies involved in each ESF. The 16 ESFs in the DRP are:

ESF #1: Transportation
ESF #2: Communications
ESF #3: Public Works and Engineering
ESF #4: Firefighting
ESF #5: Information and Planning
ESF #6: Mass Care
ESF #7: Resource Support
ESF #8: Health and Medical Services
ESF #9: Urban Search and Rescue
ESF #10: Hazardous Materials
ESF #11: Food
ESF #12: Energy
ESF #13: Law Enforcement
ESF #14: Long Term Recovery and Mitigation
ESF #15: Media Relations and Community Outreach
ESF #16: Donations and Volunteer Management

- **Support Annexes** provide information on common functional processes and administrative requirements necessary to ensure efficient and effective incident management. This section of the DRP is composed of the following annexes: Animal Protection; Emergency Surface Transportation Evacuation; Special Events, National Capital Region; and Worker Safety and Health. (*See Figure 1: Organization of the District Response Plan.*)
- **Incident Annexes** provide information on contingency or hazard situations requiring specialized application of the DRP. This section of the DRP is composed of the following annexes: Biological Incident, Oil and Hazardous Materials Incident, and Terrorism.
- **Appendices** contain additional pertinent information such as Catalog of Agreements, Authorities, References, Definitions and Acronyms, and Hazards Affecting the District of Columbia.

Figure 1: Organization of the District Response Plan



Each ESF has a corresponding **District Emergency Action Pocket Guide**. These are tools to assist District Agency Duty Officers for each ESF in the performance of their assigned duties in the event of a public emergency in the District of Columbia. While these are separate documents and not contained in this plan, they are updated on a regular basis with key information from existing District agency emergency plans, and provide a quick reference for critical information.

A. Purpose

The DRP has been developed to provide the framework for District government entities to respond to a public emergency in the District metropolitan Washington area. The plan unifies the efforts of District organizations for a comprehensive and effective approach for responding to and reducing the impacts of a public emergency. The plan establishes a process and structure for the efficient, coordinated, and effective delivery of agency assistance to the District in times of a public emergency. The DRP outlines how the District agencies and departments will work in a collaborative manner both internally, among themselves, and externally with regional and federal partners. The ultimate goal is to respond in a methodical and efficient manner to public emergencies that threaten life, property, public safety, and the environment within the District.

The District Response Plan provides the framework for how the District of Columbia will respond to a public emergency

To meet this goal, the DRP:

- Establishes the concepts and policies under which elements of the District government will operate during a public emergency;
- Sets forth lines of authority and organizational relationships and focuses on measures that are essential for the protection of the public;
- Establishes structure through which the District will implement notification, activation, and response, and also initiate recovery from public emergencies;
- Describes the roles and responsibilities of District agencies in performing each of the ESFs;
- Provides processes for the integration of ESF resources in a coordinated response effort;
- Coordinates response and recovery activities with voluntary agencies active in disasters, Advisory Neighborhood Commissions, and the business community;

- Provides a framework for the District government to coordinate with regional jurisdictions;
- Addresses roles and relationships between District, regional, and federal agencies during public emergencies within the District; and
- Addresses linkages to other emergency response plans.

1. Scope

The DRP concepts apply to any public emergency, which is defined in DC Code 7-2301 as a disaster, catastrophe, or emergency situation where the health, safety, or welfare of persons in the District is threatened by actual or imminent consequences within the District of:

- Enemy attack, sabotage, or other hostile action;
- Severe and unanticipated resource shortage;
- Fire;
- Flood, earthquake, or other serious act of nature;
- Serious civil disorder;
- Any serious industrial, nuclear, or transportation accident;
- Explosion, conflagration, power failure; or
- Injurious environmental contamination that threatens or causes damage to life, health, or property.

The structure outlined in the DRP is responsive to the full range of requirements that could accompany any public emergency in the District. It is designed to focus initial response efforts on saving lives, protecting property, and meeting basic human needs in the hours and days following such a public emergency. Additionally, the DRP is structured to aid in restoring emergency-affected areas and reducing the vulnerability to future public emergencies while remaining sensitive to the unique aspects of the Nation's Capital.

The DRP applies to all signatory District departments as well as independent organizations that may be tasked to provide assistance in a public emergency. For purposes of the DRP, any reference to District agencies with respect to their responsibilities and activities in responding to a public emergency generally means District departments and agencies. Additionally, other non-government or quasi-government organizations such as the Water and Sewer Authority, Verizon, American Red Cross, Potomac Electric Power Company, Washington Gas Company, District universities, and volunteer organizations function as non-governmental support agencies in coordinating response efforts in a public emergency. The plan is structured so that District agencies can respond under individual

agency authorities and capabilities if appropriate or as part of a functional team in a collaborative effort.

The DRP takes an all-hazards approach to disaster response, which means the plan does not address specific scenarios, but can be utilized in any public emergency situation. According to a vulnerability assessment of the District, there are five major categories of hazards that may pose a threat to the District:

The DRP takes an all-hazards approach to disaster response.

- ***Natural Hazards***—severe weather, hurricanes, tornadoes, flooding, or earthquakes;
- ***Infrastructure Disruptions***—utility and power failures, water supply failures, critical resource shortages, or exploding manhole covers;
- ***Human-caused Events and Hazards***—urban fires, special events, civil disorder, or transportation accidents;
- ***Technological Hazards***—hazardous materials, radiological, biological, or computer-related incidents; and
- ***Terrorist Incidents***—bomb threats, sabotage, hijacking, or armed insurrection that threaten life or property. Terrorist attacks can also be conduits through which biological, chemical, and radiological agents can be employed.

Regardless of the threat, the DRP structure enhances the District's ability to work collaboratively with federal response partners by working in parallel with federal emergency response plans such as the National Response Plan (NRP), the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), and other national security emergency program plans and initiatives.

2. Regional Response Implications

While the DRP focuses on the coordination and capabilities of District government agencies, it also recognizes that there are few actions that are taken by the District in large emergency operations that do not impact directly or indirectly on its regional partners. The DRP is intended to address the functional interfaces with jurisdictions outside of District boundaries especially in the areas of communications, public information, transportation, public safety, health, schools, and utilities.

The District is actively engaged with its regional partners in the development and coordination of regional response plans.

While regional interoperability is not the primary focus of this plan, the District is actively engaged with its regional partners in the development and coordination of regional response plans through the Metropolitan Washington Council of Governments (COG). COG coordinates among the 17 local governments surrounding the District. The most important operational interface with COG is in the area of coordinating information among the regional partners. COG is working to establish a regional incident communication and coordination system (RICCS) to handle this function.

3. District Response Plan Relationship within the Intergovernmental Emergency Response Framework

The combined emergency management authorities, policies, procedures, and resources of the District, regional, and federal government, and other entities constitute a District disaster response framework for providing assistance following a public emergency. Other entities include international organizations, voluntary disaster relief organizations, and the private sector.

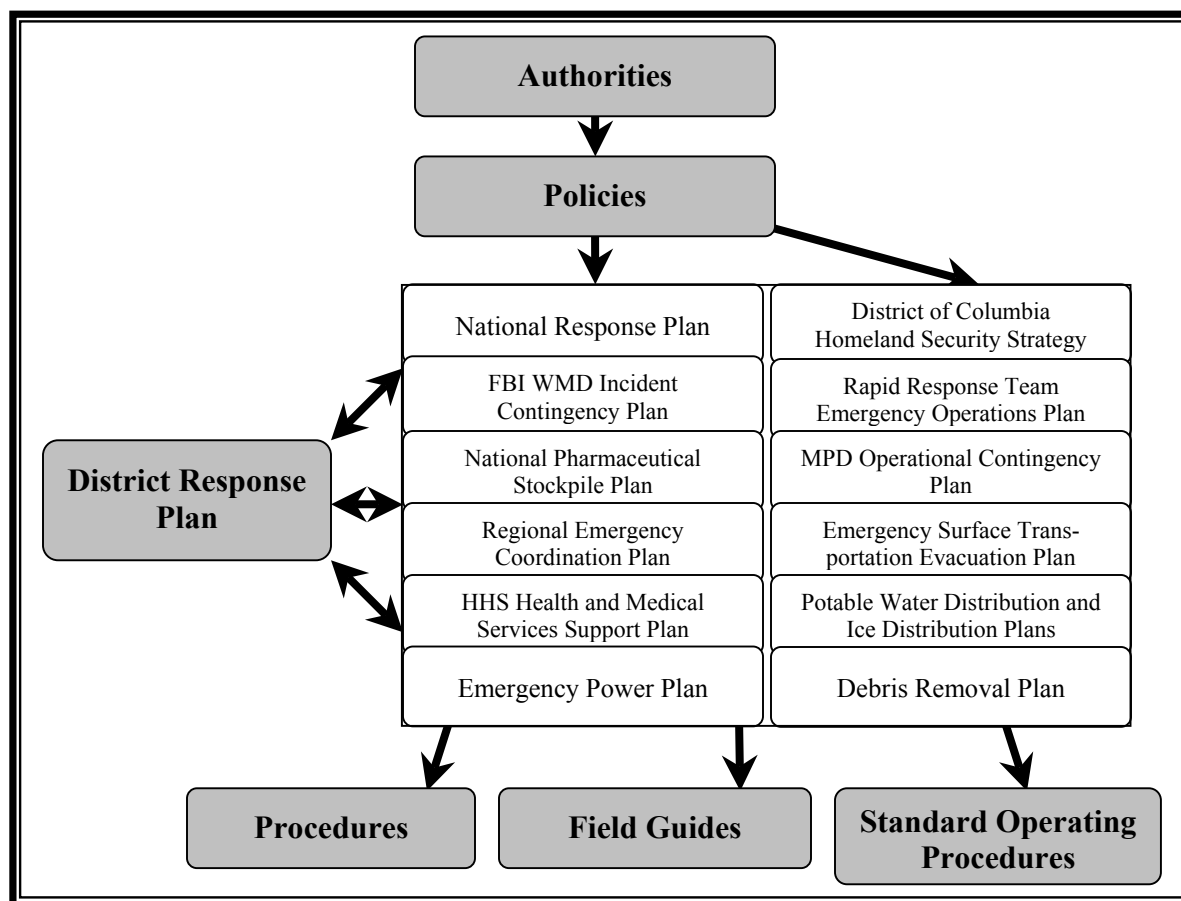
Within this framework, the District can provide personnel, equipment, supplies, facilities; and managerial, technical, and advisory services in support of emergency assistance efforts. Various District, regional, and federal statutory authorities and policies establish the basis for providing these resources. A list of emergency response and recovery-related directives, together with a summary interpretation of each legal citation, has been compiled in an appendix to this plan. (*See Appendix B: Authorities.*)

Under *DC Official Code, Division I. Government of District, Title 7. Human Health Care and Safety. Subtitle J. Public Safety. Chapter 22. Office of Emergency Preparedness*, the District of Columbia Emergency Management Agency (EMA) has been delegated primary responsibility for coordinating District emergency preparedness, planning, management, and disaster assistance functions. In this stewardship role, EMA has the lead in developing and maintaining the DRP.

The DRP describes the structure for organizing, coordinating, and mobilizing District resources to augment response efforts. The DRP also may be used in conjunction with the National Capital Region Plan (under development), state and local plans, federal emergency operation plans developed under statutory authorities, as well as Memoranda of Understanding (MOUs) among various federal agencies. In particular, the DRP may be implemented concurrently with a number of federal and regional emergency operation plans (i.e., the NCP and the FEMA National Capital Region Weapons of Mass Destruction Incident Contingency Plan (*See Figure 2: Relationship of the DRP to Other Plans.*))

The details of the DRP implementation are contained in ESF Annexes that describe specific actions, operating locations, and relationships to address the unique needs of the District. There may be instances where an operations supplement to the DRP may be issued to address special events that merit advanced planning, such as presidential inaugurations. The DRP is further implemented through various supporting operations manuals, field operations guides, standard operating procedures, and job aids that detail specific agency actions to be taken.

Figure 2: Relationship of the DRP to Other Plans



The Commonwealth of Virginia and the State of Maryland bordering the District of Columbia, along with their local jurisdictions, have their own emergency operations plans outlining what they will do, when, and with what resources. In addition, many voluntary and private organizations have emergency or contingency plans.

While the DRP focuses primarily on operational planning, other types of planning such as pre-incident planning, contingency planning, action planning, and strategic planning are equally critical to ensuring effective emergency operations. During a public emergency, these planning tools are used in recognizing resources and facilities needed, establishing priorities with tactical objectives for the next operational period, concentrating on a specific issue or incident arising during an event and presenting alternative response actions, and identifying long-term issues and problems facing victims of public emergencies.

II. POLICIES

A. District Policies

- According to DC Code, the Mayor may establish a program of public emergency preparedness that utilizes the services of all appropriate agencies, including EMA.
- It is the policy of the District that an emergency operations plan, now referred to as the DRP, provides a comprehensive and detailed program for preparation against and assistance following public emergencies, including provisions for assistance to individuals, businesses, and affected areas within the District of Columbia.
- When confronted by a public emergency, the Mayor may issue an emergency executive order to preserve the public peace, health, safety, or welfare of the District.
- A Mayor's Order established the Mayor's Emergency Preparedness Council (EPC) to maintain, exercise, and revise the DRP.
- The Mayor may join or enter into, on behalf of the District government, regional programs and agreements with the federal government, neighboring states, and political subdivisions for the coordination of emergency preparedness programs.

Upon the issuance of an emergency executive order the Mayor may:

- Expend funds appropriated to the District government sufficient to carry out public emergency service missions and responsibilities;
- Implement provisions of the DRP, without regard to established operating procedures relating to the performance of public works, entering into contracts, incurring obligations, employment of temporary workers, rental

of equipment, purchase of supplies and materials, and expenditure of public funds;

- Prepare for, order, and supervise the implementation of measures designed to protect persons and property in the District;
- Require the shutting off, disconnection, or suspension of service from, or by, gas mains, electric power lines, or other public utilities;
- Issue orders related to public utilities, hazardous materials, sales of goods and services, and curfews;
- Establish public emergency services units as appropriate;
- Expand existing departmental and agency units concerned with public emergency services, as appropriate;
- Exercise operational direction over all District government departments and agencies during the period when an emergency executive order may be in effect;
- Take all preparatory steps, including the partial- or full-mobilization of public emergency services units in advance of an actual event. Such programs shall be integrated and coordinated with the emergency services plans and programs of the federal government and of the neighboring states and political subdivisions thereof;
- Request pre-disaster assistance or a declaration of a public emergency from the federal government, certifying the need for federal disaster assistance and committing the use of a certain amount of District government funds to alleviate the damage, loss, hardship, and suffering resulting from the event; and
- Declare response to lifesaving and life-protecting requirements under the DRP has precedence over other District response activities, with possible exceptions in cases with national security.

B. Federal Policies

- If the Mayor determines that assistance supplementing District capabilities is necessary, he may request the President to declare a major disaster or an emergency under The Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121 et seq.) (88 Stat. 143) to engage supplemental federal assistance. If a joint federal-District Preliminary Damage Assessment (PDA) finds that damages are of sufficient severity and magnitude to warrant assistance under the Act, the President may grant

a major disaster or emergency declaration. *Note: In a particularly fast-moving or clearly devastating disaster, the PDA process may be deferred until after the declaration.*

- If an emergency involves an area or facility for which the federal government exercises exclusive or primary responsibility and authority, the President may unilaterally direct the provision of emergency assistance under the Stafford Act in consultation with the Mayor, if possible.
- No direct federal assistance is authorized under the Stafford Act prior to a Presidential Declaration; however, federal resources may be moved into position in anticipation of providing assistance in coordination with the District.
- A Presidential Declaration is not always needed to obtain federal assistance. Certain agencies can provide technical and financial assistance under their unique statutory authorities. Also, under other multi-agency federal response plans there are provisions for assistance in unique situations where there is federal cognizance such as under the National Contingency Plan and the National Response Plan.

C. Authorities

There are several authorities that provide the legal basis for the District's emergency management efforts, including this DRP. (See *Appendix B: Authorities.*)

D. Resource Coordination and Management

- Internal District resources will be used as the first line of support in response to a public emergency. Interstate mutual aid can provide an additional option for timely and cost-effective resource support.
- Initial sources include internal government supplies, including available surplus and excess property, and agency stock. Resources are acquired using a standard government procurement vehicle such as a purchase order, blanket purchase agreement, contract, or cooperative agreement.
- Additionally, the Director of the Consequence Management Team (CMT) may coordinate with another District agency in directing completion of a specific task or provision of a service in anticipation of, or in response to, a Mayoral Declaration of a public emergency.

Internal District resources will be used as the first line of support in response to a public emergency.

- An appropriate level of management oversight, protection, and accountability must be assured—from acquisition through final disposition—for all District agencies utilizing property brought to, used at, loaned by, or acquired at an emergency site.
- District agencies may coordinate with voluntary organizations that provide a wide variety of relief goods and services. Donations often play an important role in supplying victims with essential needs.
- Additionally, District agencies are encouraged to take advantage of current partnership relations with the private sector. Businesses, both inside and outside the affected area, can supply critical resources during response operations, and assist in restoring essential services and rebuilding the economic base during recovery operations. (As potential emergency victims, private-sector businesses are also urged to identify their risks, develop appropriate contingency plans, and take corrective actions prior to a public emergency.)
- In an event requiring massive resources, the CMT Operations Section Chief or the DC Coordinating Officer (DCCO) should resolve conflicting priorities requiring the same resources. Unresolved resource conflicts and unmet District needs will be referred to the Emergency Preparedness Group and/or the Emergency Preparedness Council for final resolution. (*See Appendix D: Definitions and Acronyms.*)

E. Outreach and Information Dissemination

This DRP has placed great emphasis on reaching out to the citizens of the District to ensure that they have all necessary information concerning emergency preparedness operational information that is relevant to public, family, and individual safety. The DRP includes a separate ESF dedicated to that objective. (*See ESF #15—Media Relations and Community Outreach.*)

The District Response Plan has placed great emphasis on reaching out to the citizens of the District to ensure that they have all necessary information.

It is the District's intent to provide timely, appropriate, and accurate information to all who require it. In addition to organizations that are operating under the provisions of the DRP, information will be made available to a wide range of constituencies including neighborhoods, wards, community organizations, volunteer groups, business and industry associations, financial institutions, education institutions, and others with a need for information as a basis for individual and organizational decision-making. In certain cases where it is beneficial to the operation, liaisons from selected organizations may be asked to provide points of contact or other representatives to the operation to provide an

information brokering function between the CMT at the Emergency Operations Center (EOC) and the constituencies they represent.

EMA operates an Emergency Communications Center (ECC) at the EOC that is the central receiving point for all operational information relevant to any emergency. The corresponding coordination point for law enforcement activities is the Synchronized Operations Command Complex (SOCC) operated by the Metropolitan Police Department (MPD) in close coordination with the EOC. Through the Information and Planning Section of the CMT, information is received, analyzed, and disseminated to CMT members for operational use.

III. PLANNING ASSUMPTIONS

- A minor emergency is classified as any emergency within the response capabilities of the District government with minimal need for regional or federal assistance. A major public emergency is any emergency that will likely exceed District capabilities and require a broad range of regional and federal assistance. A catastrophic disaster will require massive regional and federal assistance, including immediate military involvement.
- A public emergency in the District may occur with little or no warning, and may escalate more rapidly than District response organizations can manage.
- A public emergency may cause injury, possible fatalities, property loss, and disruption of normal support systems. A large number of casualties, heavy damage to buildings and basic infrastructure, and disruption of essential public services may overwhelm the capabilities of the District to meet the needs of the situation.
- Achieving and maintaining effective citizen and community preparedness reduces the immediate demands on response organizations. Public awareness and education programs are required to ensure citizens will take appropriate advance actions to reduce their vulnerability especially during the first 72-hours after a public emergency.
- The District will use available resources before requesting regional and federal assistance. When District resources are overwhelmed, the additional resources will be requested through mutual aid agreements with the Commonwealth of Virginia and the State of Maryland, and through requests to the federal government.
- If there is a terrorism incident in the District, the Mayor and the District government will coordinate directly with the Department of Homeland Security/Homeland Security Operations Center, the Federal Bureau of

Investigation Field Office, the Department of Justice, the White House, and other relevant federal agencies.

- The EOC will be activated and staffed by the CMT to manage emergency operations.
- The DRP relies on early communication and coordination among regional partners in emergency management matters to ensure cooperation, partnership, and mutual consideration of neighboring governments, whether those governments are local or state governments or the federal government.
- District agencies will be required to respond on short notice to provide timely and effective assistance through the DRP structure. Advance planning for these efforts will be based on pre-identification of resource shortfalls and contingencies.
- Each District agency and volunteer organization will document and seek reimbursement, as appropriate, for expenses incurred during public emergency operations.
- Each District agency will participate in the development of plans and procedures, training opportunities, and exercises in order to achieve and maintain a high state of readiness.

IV. CONCEPT OF OPERATIONS

A. General

District police, fire and emergency medical service first responders handle many emergencies that occur on a day-to-day basis. As the magnitude of a public emergency increases, so will the requirement for non-traditional support from within the District. In the event that District resources and capabilities are exceeded, the District may call upon neighboring jurisdictions to provide mutual aid in accordance with standing agreements. The District may also call upon the federal government to provide supplemental financial or physical resources necessary to deal with the overall impacts of the public emergency. The combined resources of the District, its partners, and the federal government represent an emergency response system that is used nation-wide to employ the various emergency teams, support personnel, specialized equipment, operating facilities, assistance programs, and access to private-sector resources.

The DRP adopts the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS), used nationally by most fire, rescue, and police agencies, and based on a model developed by the Fire

Service. ICS can be used in any size or type of emergency to control response personnel, facilities, and equipment. ICS principles include use of common terminology, modular organization, integrated communications, unified-command structure, action planning, manageable span-of-control, pre-designated facilities, and comprehensive resource management. The basic functional modules of ICS (e.g., operations, logistics) can be expanded or contracted to meet requirements as an event progresses.

The District Response Plan adopts the principles of the National Incident Management System and the Incident Command System.

The CMT organizational structure is based on ICS and employs the principles of unified command where there are organizations operating in the EOC with parallel and overlapping authorities. The District Mayor, supported by the CMT Director, will lead and manage the agencies engaged in the emergency responses coordinated under this plan.

The DC leadership structure possesses a line of permanent mayoral succession. In the event of a mid-term vacancy of the office of Mayor, as provided in the Home Rule Charter Act, the line of succession to the office of Mayor is to the Chairman of the DC Council. Should the positions of both the Mayor and the Chairman become vacant, the Chairman Pro Tem of the DC Council will immediately call an emergency meeting of the Council for the purpose of designating a Chairman (who then assumes the role of Mayor), and a Council member (who assumes the role of Chairman).

Additionally, there exists a line of interim governmental direction. As a matter of executive policy, the Mayor has designated the City Administrator to provide executive direction of the DC Government when the Mayor is outside of the District or otherwise temporarily unable to provide such executive direction. In the situation where neither the Mayor nor the City Administrator is available, the Mayor's Chief of Staff shall fill the role.

The response to public emergencies in the District will be managed using the DRP—Base Plan (this document), and a functional response organized by the Emergency Support Function Annexes of this plan.

- Command of departments or agencies involved in emergency management is not altered by an event unless the Mayor declares otherwise.
- Each department or agency director is in command of the overall operation of his or her organization.

- Use of mutual aid agreements for cooperative response will be entered into and maintained with adjoining political subdivisions for the purpose of reciprocal assistance in the event of public emergencies. EMA will maintain these mutual aid agreements.
- Normal communications and reporting channels will be used to the maximum practical extent possible. Emergency communications systems will be fully operational and will be used in the event that commercial communications systems are disrupted, saturated, or otherwise unavailable.
- District agencies will employ their standard business continuity and business resumption planning principles to ensure the continuity of essential services.
- Day-to-day functions that do not contribute directly to the operation may be suspended for the duration of the public emergency. Efforts that would normally be required of those functions will be redirected to accomplish the emergency task.

B. Operation Levels

The District has adopted five operation levels to classify the estimated impact of an emergency event on the operations of the District government. To determine an operation level, EMA makes an initial determination of emergency event impact. As information about an incident is gathered and the situation is better understood, the level may be modified.

Operation Level 1

Level one is the nominal posture of District agencies as they carry out daily activities, in the absence of an emergency situation, to ensure readiness. During the course of normal operations, agencies are engaged in preparedness, training, and exercise activities to ensure continual readiness. Operations plans are reviewed and equipment checked to ensure everything is ready to go should the need arise.

Operation Level 2

Level two is triggered by a small event requiring the response of a few District agencies or the potential for an event requiring a coordinated response by a few District agencies. EMA alerts those District agencies and ESFs that would need to take action if the potential event escalates. Throughout this level, EMA provides regular status alerts on the threat. A level-two event would consist almost entirely of field operations and command without an area command supporting the event at the emergency operations center. The EOC is staffed with EMA personnel. (e.g. two-alarm fire or a barricade situation requiring a security cordon)

Operation Level 3

Level three is typically triggered by an event or threat that requires most or all District agencies to respond or prepare to respond for a localized event that threatens life, property, or the environment. A level-three event or threat consists almost entirely of field operations and command without an area command supporting the event at the emergency operations center. EMA alerts those District agencies and ESFs that would need to take action if the event or threat escalates. Throughout this level, EMA provides regular status alerts. The EOC is staffed with EMA personnel. (e.g., HAZMAT response requiring a small population to implement protective actions)

Operation Level 4

Level four requires a partial activation of the CMT. It is triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life. A level-four event or threat could have regional implications and might stretch the District's resources. All ESF primary agencies are notified. The EOC is staffed with EMA personnel and the necessary ESF representatives. (e.g., significant power outage, major snow event)

Operation Level 5

Level five requires full activation of the CMT. It is triggered by extremely hazardous conditions that are imminent or occurring. All primary and support agencies under the DRP are notified. A level-five event is likely to have regional implications and will likely require a request for regional or federal resources to support the District's response. The EOC is on full activation with 24-hour staffing by EMA personnel and all necessary ESF Liaison Officers. (e.g., terrorist incident, hurricane force winds and flooding)

C. Concurrent Implementation with Other Emergency Plans

Based on the circumstances of a public emergency, the DRP may be implemented as the only response plan, or it may be implemented in concert with other emergency plans. The following scenarios describe how the DRP could be implemented:

The structure of the District Response Plan is always in place and available for implementation.

District Response Plan Only: The structure of the DRP is always in place and available for implementation. When a public emergency occurs, the structure of the DRP is used to facilitate response of one or more ESFs as dictated by the requirements of the incident. The EOC may be activated and staffed with a partial or full CMT at the direction of the EMA Director. Individual ESF and support agencies may be employed in the response as needed to respond to the

emergency situation. District response will be provided at District government expense in the absence of a Presidential Declaration.

District Response Plan and Other Federal Plans: The DRP may be implemented in conjunction with other federal agency plans without a Presidential Declaration. For example, the NCP does not require a Presidential Declaration to be utilized in response to a hazardous materials spill. In either case, if the situation impacted the District, the response would be in accordance with the DRP, and in coordination with the senior federal official of the primary federal agency, for the applicable federal plan.

In certain circumstances, federal agencies have statutory responsibility and authority to respond directly to incidents without a formal request for assistance from the District. In all cases, however, those agencies should immediately establish contact with EMA and the District agency incident commander to coordinate the federal response with the District response.

District Response Plan and the National Response Plan: The DRP was designed to be compatible with the NRP based on the planning assumption that for major incidents, it is likely that the Mayor would declare a state of emergency, followed by a request for specific types of federal assistance from the President under the authority of The Stafford Act. In considering this as the most likely scenario for a large-scale incident, the DRP assumes that the Department of Homeland Security (DHS) and other federal agencies that provide support to the District will follow the processes described in the NRP. In this situation, the President at the request of the Mayor will declare a major disaster or emergency, and federal assistance will be provided in accordance with the NRP ESF structure.

In this scenario, the Department of Homeland Security will establish a federal Emergency Response Team (ERT) and establish a Joint Field Office within the District area to facilitate coordination of the delivery of federal assistance. Once an agreement has been made between the District and the DHS, the District will make requests for assistance (RFA) with DHS through the DC Coordinating Officer (DCCO) to the Federal Coordinating Officer (FCO). The FCO will assign missions to federal ESFs, who will in turn coordinate their response with the corresponding District ESFs through mission completion. Assistance is provided with appropriate cost sharing in accordance with the provisions of The Stafford Act.

District Response Plan and the Regional Emergency Coordination Plan: The purpose of the Regional Emergency Coordination Plan is to provide a structure through which the National Capital Region can collaborate on planning, communication, information sharing, and coordination activities before, during, and after a regional emergency. In the case of an emergency,

the District will assess the event and follow the appropriate standard operating procedures to resolve the event.

If the District assessment characterizes the event as a regional emergency, the UCC will request notification of regional partners through the Regional Incident Communication and Coordination System (RICCS). Following RICCS notification, the appropriate Regional Emergency Support Functions (R-ESFs) will convene to assess the event and develop an Incident Action Plan. R-ESF #5 will gather and share key information with regional partners to facilitate good decision-making. The Regional Incident Tracking System will be used to manage information flow. R-ESF #14 will craft “common messages” to assist chief elected officials and other authoritative spokespersons in communicating with the public.

The National Capital Region is defined by the Regional Emergency Coordination Plan as including:

- District of Columbia;
- Alexandria, VA;
- Arlington County, VA;
- Bowie, MD;
- College Park, MD;
- Fairfax County, VA;
- Fairfax, VA;
- Falls Church, VA;
- Fredrick County, MD;
- Gaithersburg, MD;
- Greenbelt, MD;
- Loudoun County, VA;
- Montgomery County, MD;
- Prince George’s County, MD;
- Prince William County, VA;
- Rockville, MD; and
- Takoma Park, MD

The intent is to expedite assistance and ensure close coordination among the various entities operationally engaged. The DRP concept will be expanded to encompass the national capital regional partners in coordinating regional response.

The District EOC, on an interim basis, will serve as the regional interagency communications and coordination point for the regional response. The Maryland and Virginia emergency management organizational structures will be implemented, as will other impacted counties’ structures to coordinate the response and mutual aid as required. In a response to a public emergency involving a radiological hazard, the DHS under the NRP is responsible for overall coordination of all actual and potential Incidents of National

Significance, including terrorist incidents involving nuclear materials. DHS responsibilities include on-site activities, federal assistance to conduct radiological monitoring and assessment, and the development of protective action recommendations.

D. Integration of Response, Recovery, and Mitigation Actions

Following a public emergency, immediate response operations to save lives, protect property, and meet basic human needs have precedence over longer-term objectives of recovery and mitigation. However, initial recovery planning should commence at once in tandem with response operations. Actual recovery operations will be initiated commensurate with District priorities and based on availability of resources immediately required for response operations. In recognition that certain response and recovery activities may be conducted concurrently, coordination at all levels is essential to ensure consistent District and federal actions throughout the emergency.

Mitigation opportunities should be actively considered throughout emergency operations. Decisions made during response and recovery operations can either enhance or hinder subsequent mitigation activities. The urgency to rebuild as soon as possible must be weighed against the longer-term goal of reducing future risk and lessening possible impacts should another emergency occur.

E. Organizational Roles and Relationships

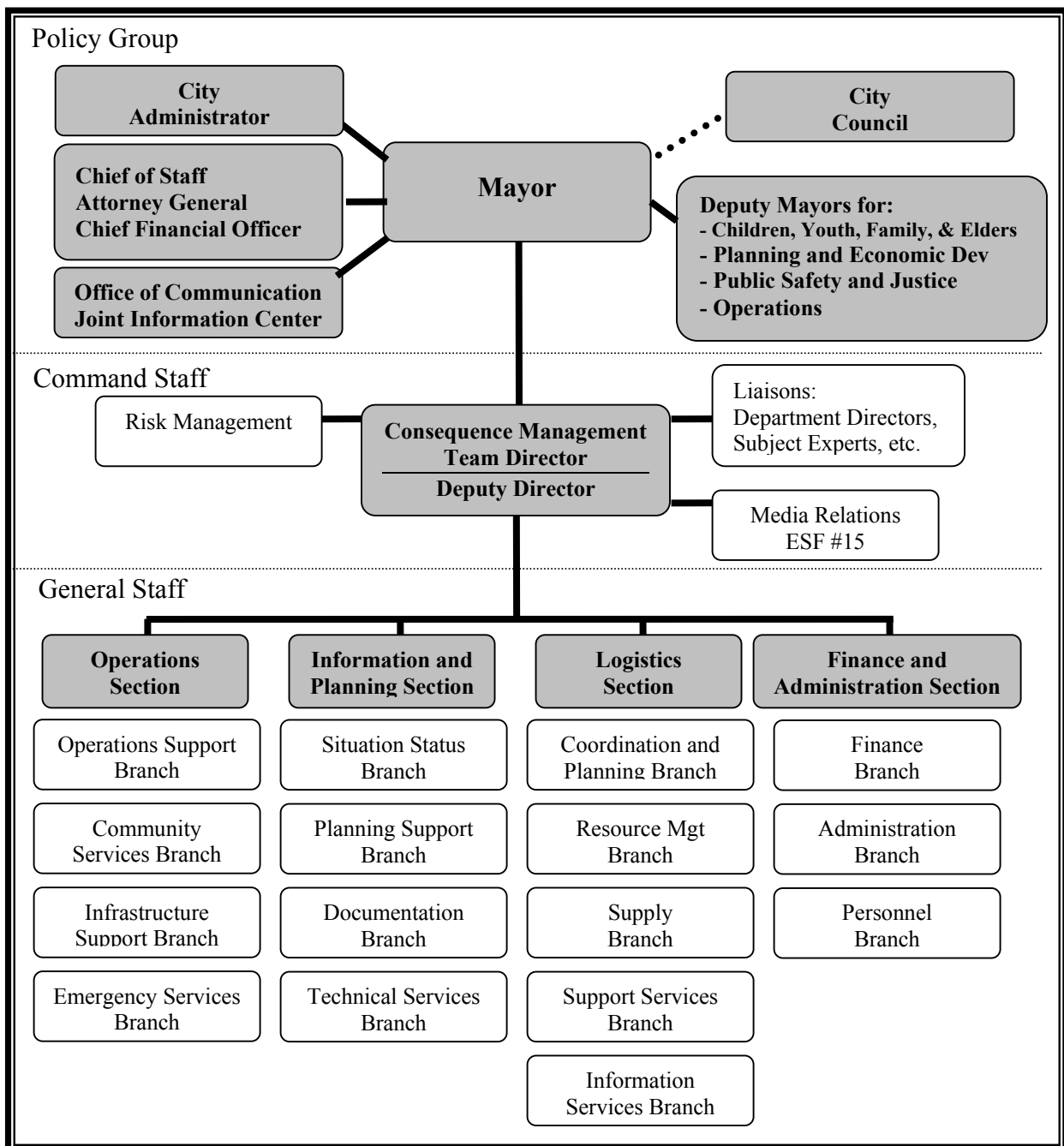
The District Consequence Management Team (CMT) uses the Incident Command System organizational structure to enable effective and efficient incident management. The team is composed of three major organizational groupings. (*See Figure 3: Consequence Management Team Structure.*)

The Policy Group provides overarching objectives and guidance to the team and receives situation reports permitting District leadership to have centralized control over team activities. The Policy Group manages the Joint Information Center through the Office of Communication. The Command Staff is responsible for the overall management of the incident. The Command Staff follows Policy Group guidance to formulate the prioritized activities that become the Incident Action Plan. Department Directors, subject matter experts, and other liaisons augment the Command Staff. The Operations Section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations. The Information and Planning Section collects, evaluates, and disseminates incident situation information and intelligence to Command Staff and the Policy Group, prepares status reports, displays situation information, maintains status of resources, and documents the Incident Action Plan. The Logistics Section supports logistics requirements needed to facilitate effective and efficient incident management across all specialties. The Finance

and Administrative Section provides financial, reimbursement, and administrative service to support incident management.

Although the actions of emergency responders are centrally controlled, those actions are de-centrally executed through District departments and agencies. The head of each District department and agency has a responsibility to its employees and to the public to prepare for potential hazards that might impact the District. Among those responsibilities is the execution of their mission under public emergency conditions and to protect the safety and well being of employees in emergency situations.

Figure 3: Consequence Management Team Structure



Certain agencies have clearly identified missions and functions under the DRP as well as from their own agencies. These agencies have been grouped into ESFs by the nature of the type of assistance they normally provide. When the liaison officers of these ESFs are co-located in the EOC, they are further grouped into sections that cluster similar functions for the purpose of coordinating the overall District response.

When the EOC is activated and the CMT is convened, agency heads are still responsible for executing their normal agency missions and functions with priority given to supporting the emergency missions of the District as defined by the CMT Director. The CMT Director is normally delegated the responsibility to manage the CMT, set operational priorities, develop action plans, and provide general direction to the ESF agencies engaged in the operation. The CMT Director may be the Mayor or his designee, normally the Director of EMA.

The head of each department and agency of the District Government has an implicit responsibility to employees and to the public to prepare for potential hazards that might impact the District.

ESF Liaison Officers (ELOs) augment the CMT by providing all of the key District emergency response functions in a single location under the direction of a CMT Director. ELOs provide significant subject-matter expertise to the CMT through positions placed under the Operations Section. They are organized into four branches as explained below in the Emergency Management organizational description.

The District Emergency Preparedness Council (EPC) oversees this CMT structure in its role to maintain, exercise, and revise the DRP.

The following individuals, positions, or agencies have emergency responsibilities in both non-operational periods as well as in emergencies. Those responsibilities include:

1. Executive Office of the Mayor

The Mayor is responsible for the overall preparedness of the District of Columbia government. As the Chief Executive, the Mayor provides leadership and direction in setting the vision, mission, goals, and objectives for the District emergency preparedness program.

In a public emergency, the Mayor and staff assess the situation and determine the necessary level of response based upon the operational requirements and District government capabilities. The Mayor may choose to operate from the EOC together with the CMT, or may delegate the direction of the CMT. The Mayor will declare a State of Emergency if

required by the situation. (See *Appendix B: Authorities.*) The Mayor and his staff will direct the District response using the DRP framework. Should the situation require the resources of the federal government, the Mayor may request federal assistance through the Department of Homeland Security under the provisions of the Stafford Act. The Mayor may call the President directly to request expedited assistance.

2. City Administrator

The City Administrator (CA) oversees and coordinates District agencies for effective delivery of citywide services through government operations support, customer service, managed competition service, and justice grant programs. In situations where the Mayor is absent, the CA will assume the responsibilities of the Mayor and may choose to operate at the EOC with the CMT. The CA co-chairs the EPC with the Deputy Mayor for Public Safety.

3. Deputy Mayor for Public Safety and Justice

The Deputy Mayor for Public Safety and Justice oversees and supports the District public safety and justice agencies: Metropolitan Police Department, Fire and Emergency Medical Services Department, Office of the Chief Medical Examiner, Office of Unified Communications, Department of Corrections, and the Emergency Management Agency. The Deputy Mayor chairs the Emergency Services Cluster, and co-chairs the EPC with the City Administrator. When a public emergency is declared, the Deputy Mayor operates from the MPD Synchronized Operations Command Complex (SOCC) to coordinate the executive responsibilities of the Mayor.

4. Emergency Management Agency

EMA is responsible for the city's planning and emergency preparedness, response and recovery, and mitigation activities. EMA coordinates the city's response to public emergencies, disasters, severe weather conditions, and other major events. The EMA Director is responsible to the Mayor for program management of all aspects of the District emergency management program. The EMA Director coordinates all emergency planning, operations, training, and exercises for preparedness, response, recovery, and mitigation missions of the District. In a Presidentially-Declared disaster, the Mayor will appoint the EMA Director as the DC Coordinating Officer to represent the District in operational relationships with the Department of Homeland Security.

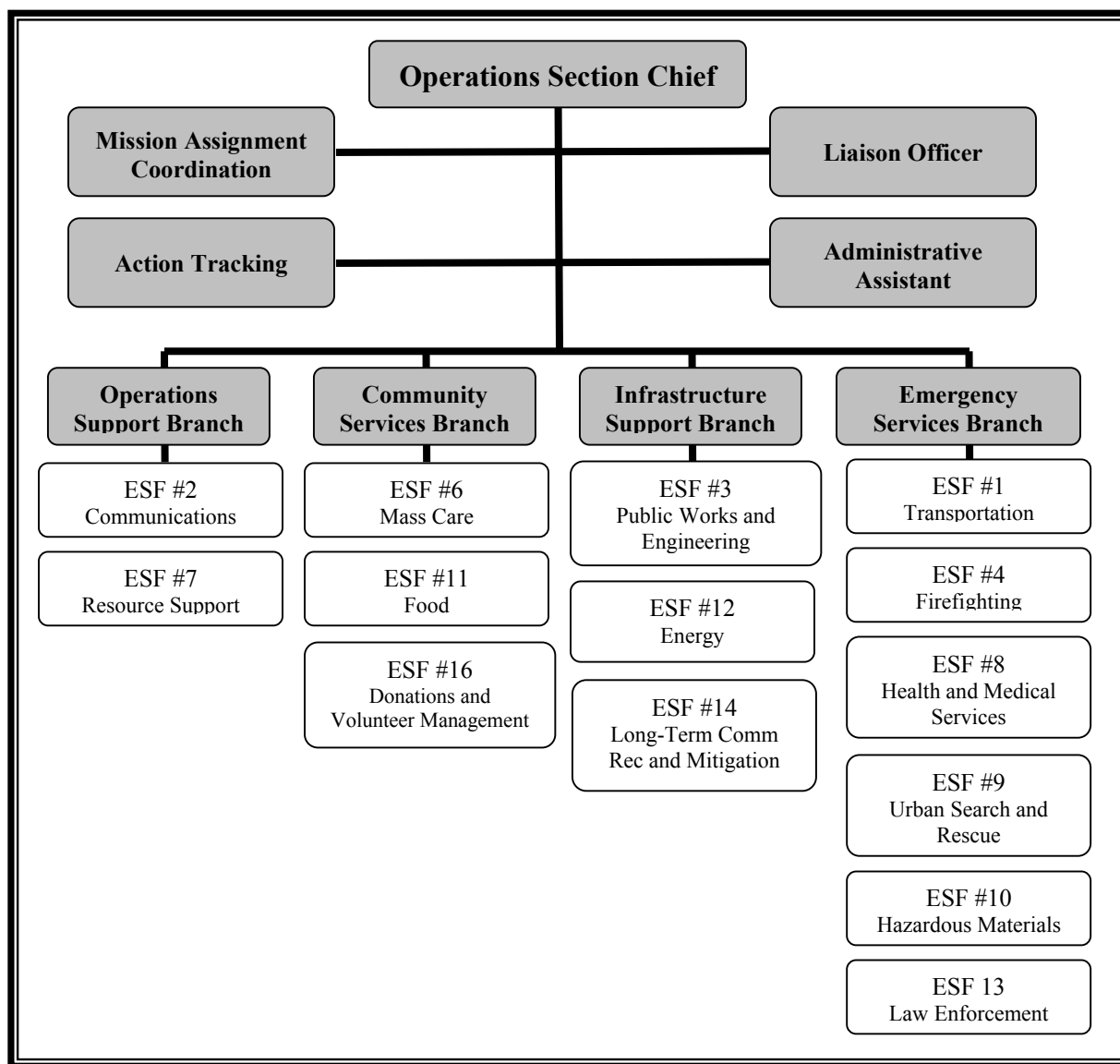
The Director of EMA maintains the EOC located at the *Frank D. Reeves Center (2000 14th St. NW, 8th Floor) on a 24-hour/7 days-per-week basis. In the event of a large-scale disaster, the EOC may be staffed with a partial or full CMT composed of EMA, District, and outside agency

* Mid-2006 EOC will relocate to the Unified Communications Center (2720 Martin Luther King Jr. Ave. SE)

liaison officers necessary to effect centralized coordination of the overall operation. The EMA Director is responsible for the staffing and effective operation of the EOC and CMT, and ensures that alternate operating locations are available to continue organizational functions should the EOC become inoperable.

The structure of the Operations Section of the EOC parallels that of both the DHS/EPR/FEMA Regional Response Coordination Center (RRCC) and the DHS National Response Coordination Center (NRCC). This allows clear paths of communication between these organizations, as well as between responders at the local, regional, and federal levels. (See *Figure 4: Emergency Operations Center Operations Section Organization*.)

Figure 4: Emergency Operations Center Operations Section Organization



5. Emergency Support Functions

The DRP identifies 16 areas of functional responsibility, called Emergency Support Functions (ESFs). Each ESF is headed by a primary District agency designated on the basis of its authorities, resources, and capabilities in the particular functional area. Each primary agency is supported by an array of agencies that have similar functional roles and responsibilities. District response assistance is provided using some or all District ESFs as necessary. In addition, each District ESF is partnered with the federal agency that leads the corresponding Federal ESF under the National Response Plan.

Although the DRP has an ESF #16 that does not have a corresponding ESF in the National Response Plan, a lead federal agency has been designated as the most appropriate agency to provide federal coordination and assistance, if necessary. The primary and support agency designations are shown in **Figure 5: Primary and Support Agencies under the DRP*.

Through the application of ESFs, the DRP separates the types of direct District assistance that is most likely needed (e.g., mass care, health and medical services), as well as the kinds of operations support necessary to sustain District response actions (e.g., transportation, communications). ESFs are expected to support each other in carrying out their respective missions. The primary agency may in turn task support agencies if needed. Specific ESF missions, organizational relationships, response actions, and primary and support agency responsibilities are described in the ESF Annexes to the DRP following this Base Plan.

In cases where required assistance is outside the scope of an ESF, federal agency resources will be accessed in order to assist in the emergency operation. Requests for federal assistance from the District are channeled to the DC Coordinating Officer in accordance with the DRP, and then to the Federal Coordinating Officer or designee for consideration. Based on specific response needs, lead ESF agencies coordinate with their support agencies to provide the assistance required. Federal operational resources deploying to the field such as fire, rescue, and emergency medical responders are integrated into the District incident command system structure and will be available as resources to the incident commander.

* The DC Energy Office and some Department of Health functions will soon become part of the Department of the Environment

Figure 5: Primary and Support Agencies under the DRP

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary and Support Agencies under the DRP	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical Services	Urban Search and Rescue	Hazardous Materials	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	Media Relations and Community Outreach	Donations and Volunteer Management
Agency Primary (P) and Support (S) Agencies																
Executive Office of the Mayor					S										S	S
- Deputy Mayor for Public Safety and Justice					S											
- Executive Office of Communications		S			S										P	S
- Office of Community Affairs															S	
- Office of the City Administrator					S											
- Office of the Chief of Staff															S	
- Office on Asia/Pacific Islander Affairs						S									S	
- Office on Latino Affairs						S									S	
- Serve DC	S							S							S	P
American Red Cross						S					S					S
Child and Family Services Agency						S		S			S					
Consortium of Universities						S					S					
DC Energy Office		S	S									P				
DC Hospital Association										S						
DC Housing Authority	S												S	S		
DC National Guard	S	S				S			S	S	S		S			S
DC Public Libraries						S										
DC Public Schools	S	S	S		S	S	S				S		S		S	S
DC Water and Sewer Authority	S	S	S	S	S			S								
Department of Consumer and Regulatory Affairs			S	S					S							
Department of Corrections		S				S							S			S
Department of Employment Services	S	S				S	S			S	S			S		S
Department of Health	S	S		S	S	S	S	P	S	S	S		S	S	S	S
Department of Housing and Community Development														S		

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary and Support Agencies under the DRP	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical Services	Urban Search and Rescue	Hazardous Materials	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	Media Relations and Community Outreach	Donations and Volunteer Management
Agency	Primary (P) and Support (S) Agencies															
Department of Human Services	S	S		S	S	P	S	S	S	S	P				S	S
Department of Mental Health	S			S	S	S		S	S	S	S				S	S
Department of Parks and Recreation	S	S	S		S	S	S	S			S				S	S
Department of Public Works	S	S	P	S	S	S	S		S	S		S	S	S	S	S
Department of Small and Local Business Development														S		
Department of Youth Rehabilitation Services						S							S			
District Department of Transportation	P	S	S	S	S	S	S	S		S		S	S	S	S	
Emergency Management Agency	S	S	S	S	P	S	S	S	S	S	S	S	S	P	S	S
Fire and Emergency Medical Services Department	S	S		P	S	S	S	S	P	P			S		S	S
Housing Finance Agency														S		
Metropolitan Police Department	S	S	S	S	S	S	S		S	S	S		P		S	S
Office of Cable Television and Telecommunications		S			S										S	
Office of Contracting and Procurement			S				P	S	S		S			S		
Office of Partnerships and Grants Development														S		
Office of Personnel	S				S		S									
Office of Property Management		S	S			S	S						S			S
Office of the Attorney General					S		S						S		S	
Office of the Chief Financial Officer					S		S									
Office of the Chief Medical Examiner				S				S	S	S			S			
Office of the Chief Technology Officer	S	P			S		S								S	S
Office of Unified Communications		S	S		S			S	S	S			S			
Office on Aging	S					S					S					
Public Service Commission												S				
University of the District of Columbia							S									S
Washington Metropolitan Area Transit Authority				S					S	S						

6. Agency Directors

Each District agency head must assess the mission-critical functions of the organization to ensure that those functions can be effectively executed in cases of emergency or interruptions in business continuity. Each agency should have a plan for the protection of its employees in a wide range of hazards, as well as a means to notify employees of the status of operations of the agency in situations that might adversely affect employees. Agency heads are responsible to support the provisions of the DRP and to anticipate potential support missions that might arise in emergency situations. Agency heads should create internal plans and procedures as necessary to ensure mission continuity and protection of employees.

7. Council of the District of Columbia

The Council of the District of Columbia is the legislative branch of the District government. All legislative powers are vested in the Council. It oversees the programs and operations of government agencies, including emergency preparedness. It is the responsibility of the Council to propose legislation. Additionally, the Council approves the District's annual budget and financial plan, and sets the revenue required to fund the budget. This includes those activities that support preparedness and operational capability of District agencies.

The Council is composed of 13 Members, a representative elected from each of the City's eight wards. Five members, including the Chairman, are elected at-large. The Council conducts its work through standing committees and special committees established as needed.

In a public emergency, the Council's standing committees would conduct oversight hearings on the effectiveness of the government response, which could result in the enactment of new laws or appropriate funds to support the District operation. In addition, members assist citizens in accessing government services.

8. DC National Guard

The DC National Guard (DCNG) has personnel power and materials that may be used to support the District government during public emergency operations, when requested through the appropriate military channels. The DCNG may provide support to a number of ESFs to include: transportation support, communications, medical resources, security, traffic control, mass care, and other operations.

When DCNG assistance is needed, the Mayor must coordinate the request through the Commanding General, DCNG. The Commanding General notifies the Under Secretary of the Army of the request and its nature. The Under Secretary consults with the Attorney General and the

Secretary of Defense on the request. The Attorney General establishes policies to be observed by military forces in the event it is used in its Military Support to Civil Authorities role in the District. If approved by the Under Secretary of the Army, the Commanding General DCNG advises the Mayor of the decision and commits resources as necessary to assist within the parameters established by the Under Secretary and the Attorney General. If advance coordination is possible, it should be coordinated by EMA with the DCNG Military Support Officer.

9. Metropolitan Washington Council of Governments

The Metropolitan Washington Council of Governments (COG) coordinates among 17 local jurisdictions that share the National Capital Region. The COG facilitates coordination on regional preparedness issues among these partners in non-disaster periods. A regional plan developed by COG will establish a regional incident communication and coordination system to facilitate sharing of information among the partners on critical regional functions such as transportation, communications, health issues, and others. In an actual public emergency operation, COG will coordinate closely with EMA on information dissemination through the Washington Area Warning Alert System (WAWAS).

10. National Capital Region (NCR) Partners

The District must coordinate its preparedness activities closely with the Commonwealth of Virginia, the State of Maryland, and local jurisdictions as these entities are operationally interdependent in many functional areas such as transportation, business, government, and workforce. There are as many or more plans than there are jurisdictions, and they must be compatible in order to be effective. The District encourages the promotion of common terminology and functional- planning operating systems such as an incident management system and a functional response planning approach such as the DRP and the NRP. The DRP has been shared individually with all federal, state, and local partners within the NCR for review and input. This practice will be continued with each update.

11. Federal Partners

The District will maintain close coordination with its federal agency partners in non-emergency periods through EMA and each ESF primary agency. The District receives financial assistance from a number of federal grant programs that support District readiness for all hazards. Among those agencies with grant programs are the Department of Homeland Security, the Department of Justice, the Department of Transportation, and the Environmental Protection Agency. These preparedness relationships, built over time between federal and District agencies, prove invaluable in an actual response operation.

Upon declaration of a public emergency, the Mayor, the Director of FEMA Region III, and a representative in the federal government will execute a federal-District agreement for a major disaster. The agreement provides the manner in which federal assistance is made available and contains the assurance of the Mayor that a reasonable amount of District government funds has been or will be expended in alleviating damage caused by the public emergency. The EMA Director or other authorized representative of the Mayor serves as the DC Coordinating Officer (DCCO) who will coordinate requests for federal assistance. The DCCO will execute all necessary documents for any type of public emergency support and assistance.

In any public emergency, the Director of FEMA Region III may direct federal agencies to utilize, donate, or lend their equipment and supplies to state or local governments for their use and distribution. The District will extend services, facilities, and personnel to the federal agencies as necessary without regard to normal working hours, holidays, etc. If emergency work is to be performed by federal agencies, the District will provide the federal government with unconditional rights of entry and an authorization for the work to be performed.

12. Military

Federal military assistance can be requested in accordance with the provisions of the First U.S. Army Military Assistance Plan (Short Title 1A-MAP, dated November 30, 1973). The Director of EMA coordinates all requests for such assistance with the Director of FEMA Region III and the First U.S. Army Headquarters. Mutual support agreements between the District and local military installations are coordinated and negotiated by the EMA Director.

The Joint Force Headquarters National Capital Region (JFHQ-NCR) is responsible for land-based homeland defense, defense support of civil authorities, and military incident management in the NCR. JFHQ-HQ command location for military civil support is at Fort McNair. During incidents of national significance, JFHQ-NCR can activate to provide appropriate levels of military support to save lives, prevent human suffering, or mitigate great property loss. Support is primarily land-based. Support may be in response to a planned event, such as security support during a presidential inauguration, or in response to a natural disaster, insurrection, or terrorist attack.

F. Emergency Operating Facilities

1. Emergency Operations Center*

The District's Emergency Operations Center (EOC) is located at the Frank D. Reeves Center, at 2000 14th St. NW, 8th Floor. It is the central facility designated for the command and control of District emergency operations. It is the location where the CMT resides and collects, analyzes, synthesizes, and disseminates critical operational information to all relevant operational entities.

2. Emergency Communications Center and Joint Information Center

The Emergency Communications Center (ECC) is located adjacent to the EOC and provides communications support to the operation with all available communication media. Also located adjacent to the EOC is the Joint Information Center for collocation of the public affairs operations of the District. It is staffed 24 hours a day, 7 days a week.

3. Regional Incident Communication and Coordination System

The RICCS is a concept cooperatively developed between the District and the Metropolitan Washington Council of Governments, which is being considered as a central coordination entity for communications among National Capital Region jurisdictions in a regional-scope emergency. In the interim while the capability is being established, the District's EOC will serve as the regional center for that purpose.

4. Alternate Emergency Operations Center

The Alternate Emergency Operations Center (AEOC) is located at Metropolitan Police Department Headquarters at 300 Indiana Avenue, NW and is the designated alternate operating facility in cases where the EOC has become inoperable for any reason. The AEOC provides the same functions as the EOC. Other alternate locations may be specified as required.

5. Metropolitan Police Department Synchronized Operations Command Complex

The Metropolitan Police Department (MPD) Synchronized Operations Command Complex (SOCC) is the command and control center for the MPD and other law enforcement agencies including the Federal FBI and US Secret Service. In cases when the SOCC has become inoperable for any reason, MPD will establish operations at the EOC located in the Frank D. Reeves Center, 2000 14th St, NW.

6. Public Safety Communications Center*

The Public Safety Communications Center (PSCC) is located at 310 McMillan Dr., NW and is the central 911 emergency call center for DC

* Mid-2006 EOC and PSCC will relocate to the Unified Communications Center (2720 Martin Luther King Jr. Ave. SE)

Fire and Emergency Medical Services Department and Metropolitan Police Department.

7. DDOT Traffic Management Center

The District Department of Transportation (DDOT) Traffic Management Center (TMC), is the 24/7 centralized command center for District wide traffic operations. The TMC controls all of the traffic signals and monitors over 100 closed circuit television cameras within the District. The TMC also disseminates traveler information through its highway advisory radio. During emergencies the TMC will dispatch DDOT's Roadway Operations Patrol (ROP) units or other DDOT response team members needed to reestablish the transportation network.

8. Individual District Agency Operation Centers

Each District agency with designated critical missions should have an operations center through which its emergency operations are coordinated. These facilities should be capable of communications with the EOC and other critical command and control nodes in an emergency operation.

9. Mobile Units

The EMA Mobile Command Vehicle (DC-10) serves as an extension of the EOC and is deployable to the scene of any public emergency situation. The vehicle is equipped with modern technology to support communications, coordination, monitoring, supply, accountability, and security. MPD's mobile unit is called the MPD Mobile Command Center.

10. Pre-Designated Field Operating Areas

The District has identified five pre-designated operating areas to stage and mobilize materials, equipment, and other resources. Washington Convention Center, RFK Stadium, and Anacostia Naval Station are the three operating locations within the District. The two locations outside the District are Andrews Air Force Base and Ronald Reagan Washington National Airport.

G. Emergency Operations Teams

1. Consequence Management Team

The Consequence Management Team (CMT) is the central operational organization led by EMA. It is composed of liaison officers of all District ESFs, as well as liaisons from all other organizations that are engaged or have potential roles in coordinating the response to a public emergency. These include liaisons from the DHS and other federal agencies at the regional or headquarters level, public utilities, Council of Governments, DC Public Schools, Consortium of Universities, business associations, and non-profit and other critical organizations. The CMT organization is

designed to provide the central focus for District response operations. (See Figure 3: Consequence Management Team Structure.)

2. Rapid Response Teams

District rapid response teams are fielded when an incident occurs in order to assess damages and determine the immediate needs from the impacted area. The teams are generally composed of EMA, Department of Public Works, and other elements with field operating capability.

3. Joint Field Office Liaison Team

The Joint Field Office Liaison Team is composed of District representatives from EMA and District ESFs that deploy to the DHS Joint Field Office in order to establish liaison between the District operations and the federal agency operations when there has been a disaster declaration by the President.

4. DC Coordinating Officer

The DC Coordinating Officer (DCCO) is the District's senior representative for purposes of requesting federal assistance from the DHS under the provisions of The Stafford Act. The DCCO (not to be confused with the Defense Coordinating Officer designated by the US Department of Defense) is specified in the Federal-District Agreement as the key agent for processing official requests for assistance under DHS direction. The DCCO is normally located in the Joint Field Office during the early phases of an operation and works closely with the Federal Coordinating Officer, the senior federal representative.

V. INCIDENT LIFE CYCLE

District agencies are prepared to take a variety of actions to respond to and recover from a public emergency. These actions—ranging from initial notification of an emergency to preparation of a final after-action report—are summarized below. They are not necessarily in sequential order; some may be undertaken concurrently.

A. Initial Actions

Notification

- Upon indication of an imminent or actual public emergency, EMA will notify key personnel and agencies following the tiered notification system outlined in the District Notification Matrix maintained by EMA. Based on the type and seriousness of the event, appropriate personnel are notified with essential elements of information outlining the scope of the incident. The four tiers of key personnel and agencies may be notified depending

on the severity of the event and at the direction of the top tier of personnel.

- EMA contacts select regional and federal response partners based on the severity of the event and the potential for the incident to create an impact outside District boundaries.
- In a major incident the EMA Director contacts the federal Office of Personnel Management, which is the White House contact for DC during a major emergency.
- Following an alert, EMA convenes a conference call with the Mayor and key advisory personnel to discuss the situation and evaluate the City's operation level.
- CMT members may be notified to convene at the EOC for an initial meeting, depending on the nature of the event. CMT members or alternates remain on call to meet at any time during the response.
- EPC members also may be notified for an initial meeting, depending on the nature of the emergency. EPC members or alternates remain on call to meet at any time during the response.

Activation

- With an increase in Operation Levels to Level 4 or 5, EMA informs ESF primary agencies of a CMT activation and provides a time for each activated ESF to report to the EOC, as part of the CMT.
- Primary agencies are responsible for activation of their support agencies if required.
- Agencies may activate their headquarters EOCs to provide coordination and direction to their response elements in the field.
- The CMT assembles at the EOC to assist in assessing the impact of the situation, collecting damage information, and determining requirements.
- The CMT briefs the Mayor or the Mayor's designated liaison officer at the EOC on the assessment of the situation. This information is evaluated to determine if a State of Emergency needs to be declared.
- If a State of Emergency is declared, the Mayor will submit a request for a Presidential Declaration to a FEMA liaison that indicates the estimated extent of damage and the types of federal assistance required. FEMA Headquarters then forwards the Mayor's request to the White House along with a recommended course of action. Concurrent with a

Presidential Declaration of a public emergency and official appointment of a Federal Coordinating Officer, FEMA designates the types of assistance to be made available and the municipalities eligible to receive assistance.

- The CMT Logistics Section supports the establishment of a Disaster Field Office and mobilization center(s).
- The EOC coordinates District support of requirements until the DC Coordinating Officer assumes those responsibilities.
- The Joint Information Center will be established, as required, to provide a central point for coordinating emergency public information activities.
- The CMT coordinates damage assessment and selection of locations for field facilities. It also coordinates mission assignments for direct assistance and procurement of goods and services.
- ESFs act quickly to determine the impact of a public emergency on their own capabilities and to identify, mobilize, and deploy resources to support response activities in the affected area.

B. Continuing Actions

Operational Cycle

The decision-making process of the CMT is enhanced through an operational cycle of planning and execution, which ensures that good incident action plans are developed and the execution of those plans is well managed. The operational cycle may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event.

Whatever the cause, the operational cycle starts with guidance from the Policy Group that provides clear strategic direction to the Command Staff. That direction is developed into a plan listing of comprehensive, tactical objectives with a detailed analysis of the resources and support needed to accomplish tactical objectives by the Command Staff. This plan is called the Incident Action Plan (IAP) and is re-accomplished during each cycle of planning and execution. Typically, the operational cycle will follow the duty cycle of people (8 or 12-hour shifts) so that the plans of one shift are executed by the Operations Section and revised by the Information and Plans Section on the next shift.

IAP development follows five phases:

- Develop situational awareness and an understanding of the emergency,

- Establish incident objectives based on situational awareness and the strategy that tie objectives into an executable plan,
- Develop the IAP,
- Document and disseminate the IAP,
- Evaluate and revise the IAP.

To accomplish this, the Information and Planning Section Chief conducts a Planning Meeting with the CMT Director, Command Staff members, the General Staff Branch Chiefs, and appropriate technical specialists. During this meeting, control objectives are determined, policy, legal, and fiscal constraints identified, and emerging issues developed based on strategic direction from the Policy Group. The Planning Section Chief uses this information to prepare the IAP and coordinate tasking for interdisciplinary “task groups” used to solve problems interfering with attaining an objective. Task group assignments are given to either ELO members or ESF technical experts depending on the complexity of the issue and availability of ESF technical experts. The Information and Planning Section accomplishes administrative oversight of the task groups.

The IAP is used in directing CMT response operations by establishing priorities for ESF actions and providing “task group” solutions to execution issues.

Response Operations

- The EOC augments the CMT to full operations with the addition of staff, including ESF Liaison Officers.
- The CMT is located at the EOC and assumes operational responsibility for coordinating public emergency assistance by identifying needs and priorities.
- The ESF Liaison Officers on the CMT coordinate District assistance under their respective ESF missions. To the extent necessary and possible, they maintain contact with their regional and federal counterparts.
- The CMT Policy Group convenes as needed to address policy issues such as allocation of scarce District resources.
- The JIC conducts briefings for media, Advisory Neighborhood Commissions, District Council members, and Members of Congress and staff as appropriate.
- Working with environmental agencies, the District Environmental Officer identifies environmental and historic resources that might require

consideration under the law as response and recovery efforts are implemented.

- Once immediate response missions and lifesaving activities conclude, emergency teams are demobilized and the emphasis shifts from response to recovery operations. During response operations the CMT Information and Planning Section develops a demobilization plan for the CMT.

Situational Awareness

Situational Awareness is the ability to identify, process, and comprehend the critical elements of information about what is happening as an event unfolds. From the Consequence Management Team perspective this means knowing where emergency needs are greatest, what assets are needed, how to get assets into areas where needed, and the status of assets as they move on-scene and perform actions.

The ability to maintain situational awareness occurs through effective communication of event information from and to Policy, Command, and General Staffs, ESF Primary and Support Agencies, and on-scene personnel. Situational awareness may be maintained and/or improved by:

- Following and completing actions specified in the Incident Action Plan. Do not improvise unless absolutely necessary.
- Recognizing and making others aware when actions deviate from standard procedures.
- Monitoring the performance of immediate team members.
- Providing information in advance when possible.
- Identifying potential or existing problems.
- Continually assessing and reassessing action plan progress as it relates to Policy Group objectives.
- Clarifying expectations and outcomes with other team members.

Documenting Actions

The documentation of actions is paramount to effective communications. Individuals with emergency event information can use this information to adjust their actions. When an individual communicates that information to another individual by telephone or radio, two people can adjust their actions. However, when individuals input emergency event information into an information system (such as WebEOC), in an accurate and timely fashion, that information is now available to every agency connected to the system. Accurate and timely documentation of event actions into information systems and SitReps provide all agencies involved in the event with the effective communication they need to maintain situational awareness.

C. Recovery Operations

- The CMT Operations Section is the central coordination point among District, regional and federal agencies, and voluntary organizations for delivering recovery assistance programs. The Community Services and Infrastructure Support Branches of the Operations Section assess District recovery needs at the outset of the public emergency and the relevant time frames for program delivery. The branches ensure that District agencies with appropriate recovery assistance programs are notified of the emergency event and share relevant applicant and damage information with all involved agencies.
- The DCCO determines the need for Disaster Recovery Centers in the emergency area. District agencies staff the centers with knowledgeable officials who provide recovery program information, advice, counseling, and technical assistance related to mitigation.
- The Community Services Branch of the CMT coordinates assistance programs to help individuals, families, and businesses meet basic needs and return to self-sufficiency.
- The Infrastructure Support Branch of the CMT coordinates assistance programs to aid the District government and eligible private non-profit organizations to repair or replace damaged public facilities.
- Community Services and Infrastructure Support Branches assist in identifying appropriate agency assistance programs to meet applicant needs, synchronizing assistance delivery, and encouraging incorporation of mitigation measures where possible. Additionally, they track overall progress of the recovery effort, particularly noting potential program deficiencies and problem areas.

Stand Down

- When a centralized District coordination presence is no longer required, the CMT implements the demobilization plan to transfer responsibilities to recovery assistance program oversight and monitoring, which then shifts back to individual agencies' District offices.

After Action Critique

- Following a public emergency, the DCCO submits an after-action report through the CMT Information and Planning Section to EMA detailing problems encountered and key issues affecting District performance. Data from these issues and targeted reviews are analyzed and provided, as appropriate, to EMA management, and the EPC for consideration. After a

particularly large or unique public emergency operation, EMA may convene an interagency forum to identify lessons learned. Each District agency involved is encouraged to keep records of its activity to assist in preparing its own after-action report.

VI. RESPONSIBILITIES

A. Emergency Support Function Primary Agencies

A District agency designated as an ESF primary agency serves as the District executive agent to accomplish the ESF mission. When an ESF is activated, the primary agency for the ESF has operational responsibility for:

- Orchestrating the District agency support within the functional area for the city;
- Providing an appropriate level of staffing for operations at the EOC;
- Activating and sub-tasking support agencies;
- Managing mission assignments and coordinating tasks with support agencies, as well as other necessary organizations and federal agencies;
- Supporting and keeping other ESFs and organizational elements informed of ESF operational priorities and activities;
- Executing contracts and procuring goods and services as needed;
- Ensuring financial and property accountability for ESF activities; and
- Supporting planning for short- and long-term emergency operations.
- Reviewing and updating plans and procedures associated with assigned emergency response target capabilities. (*See Figure 7: ESFs Aligned to Target Capabilities.*)
- Training and exercising with support agencies to maintain response capabilities.

B. Emergency Support Function Support Agencies

When an ESF is activated, each support agency for the ESF has operational responsibility for:

- Supporting the ESF primary agency, when requested, by conducting operations using its authorities, cognizant expertise, capabilities, or resources;
- Supporting the primary agency mission assignments;
- Providing status and resource information to the primary agency;
- Following established financial and property accountability procedures; and
- Supporting planning for short- and long-term emergency operations.
- Supporting the review and update of plans and procedures associated with assigned emergency response target capabilities. (*See Figure 7: ESFs Aligned to Target Capabilities.*)
- Participating with Primary Agency in training and exercising to maintain response capabilities.

C. Other District Agencies

Other District agencies not signatories to the DRP may have authorities, expertise, capabilities, or resources that may be required to support emergency operations. Those agencies may be requested to participate in city planning and operations activities and/or provide support to the field.

D. Other District Government Bodies and Regional Government Organizations

The District government structure includes organizations that have important roles to play in the DRP. In addition, regional and government organizations in which the District is a critical player have capabilities and resources that may be required to support the city's emergency operations activities. The following are some of the key District and regional organizations whose functions make them key players in the DRP:

- ***Emergency Preparedness Council (EPC).*** The Mayor's Emergency Preparedness Council monitors, evaluates and implements the District's preparedness actions. The EPC meets bimonthly and is made up of representatives from all ESF primary and support agencies as well as regional organizations such as the Hospital Association, the Water and Sewer Authority, the Metropolitan Washington Area Transit Authority, and the American Red Cross.

The EPC is chaired by the Deputy Mayor for Public Safety and Justice and staffed by the DC Emergency Management Agency. Specifically the EPC is charged with:

- Continually re-examining the overall state of emergency and disaster readiness of the District of Columbia.
 - Providing a consistent network of District agency expertise to make the District of Columbia government a national leader in comprehensive emergency management.
 - Making recommendations on improving District planning for, response to, and recovery from emergency and disaster events as well as emerging threats.
-
- ***Advisory Neighborhood Commissions (ANCs).*** ANCs are advisory boards composed of residents elected from the District's diverse neighborhoods. The Commissions are independent bodies that advise the government on policy issues affecting their particular community. There are 37 ANCs in the District, each divided into sub-areas called Single Member Districts, which have approximately 2,000 residents. ANCs consider a wide range of programs and policies affecting their neighborhoods. ANCs were created to ensure input from an advisory board that is made up of the residents of the neighborhoods that are directly affected by government action. In this sense, the ANCs are the body of government with the closest official ties to the people in a neighborhood. ANC Commissioners can play a vital role in communicating information and identifying public concerns about preparedness issues through their frequent meetings and correspondence with citizens in their neighborhoods.
-
- ***Political Wards.*** The District's 37 ANCs are divided among the eight political wards in the city. Thirteen District City Council Members represent these wards—this legislative body includes a representative elected from each of the eight wards and five members, including the Chairman, elected at-large. The Council conducts its work through standing committees and special committees established as needed. Political wards, represented by their Council members, have significant roles to play in determining resource allocation for emergency programs and operations in each District governmental agency. In addition, as the local elected representative body, the Council seeks citizen participation and holds public hearings for public comment on proposed legislation, policy initiatives, and government operations. The Council also helps citizens access government information and services. Each of these Council responsibilities and authorities is critical to each step of the city's emergency planning process—from determining budget allocations for each city agency that will impact capacity, to fulfill their role as an ESF primary or support agency, to ensuring that District citizens are well informed about preparedness in their city.

- ***DC Local Emergency Planning Council (DCLEPC).*** The DCLEPC was established to monitor and inform the public about the use of hazardous chemicals in the District of Columbia. It is a community committee composed of emergency planning specialists; higher education institutions; environmental watchdog organizations; business leaders, trade, and professional associations in the chemical industry; and representatives from the media, utility companies, and District and federal government agencies. The group comes together monthly to discuss a variety of emergency planning issues from varying perspectives. The DCLEPC provides a forum for discussing both general and agency-specific issues related to the DRP among a range of stakeholders in the city's emergency operations planning and operations processes.
- ***Metropolitan Washington Council of Governments (COG).*** COG is a regional organization of Washington area local governments composed of 17 local governments including the District of Columbia. In general, COG provides a forum for consensus building and policy-making and is critical to implementing intergovernmental policies, plans, and programs. In the area of emergency planning for the region, COG has worked with the District and surrounding jurisdictions to develop regional emergency plans and agreements in a range of areas including: fire, rescue, the Metro transit system, transportation, water and power supply, and snow emergencies. Ensuring consistency in the DRP and regional agreements is vital to the success of both in working effectively to prepare for and respond to potential emergencies in the region.

E. District of Columbia Schools and Area Universities

- The District schools, through the DC Board of Education, have issued a directive for all schools to develop school emergency response plans and establish school-based Emergency Response Teams. Citywide emergency response drills are required to be conducted each year and security and safety procedures have been developed. In addition, operational guidelines, communication protocols, and procedures for involving law enforcement have been developed. Emergency plans and procedures for the city's schools must be consistent with those set forth in the DRP; and close communication between District primary and support agencies, and the District schools and DC Board of Education is critical.
- The District region is also home to more than 30 colleges and universities, each with their own individual contingency plans. Colleges and universities are faced with a variety of potential hazardous events that pose risks to the students, faculty, administrative staff, and the institution itself. These institutions develop their own business continuity and disaster response plans, documenting roles and responsibilities, resources,

and steps to take in response to an event, and to continue operations after an incident has occurred. The university is a self-contained community, but is also part of a larger community—the city in which it resides. Therefore, planning and response efforts in the District must involve these communities.

F. Non-profit and Volunteer Organizations

- District non-profit organizations, national non-profit organizations, and volunteer organizations located in the District are key to supporting primary and support agencies in emergency operations and planning. Activities of these groups include donation management coordination programs, volunteer services, and overall management of the flow of goods and services during disaster response and recovery operations. It is crucial to establish a consistent framework for coordinating with these organizations to support a response. A key organization in this area is the District of Columbia Voluntary Organizations Active in Disaster (DCVOAD), which coordinates planning efforts by local voluntary organizations that respond to emergencies and disasters. DCVOAD was incorporated in 1999 as a non-profit corporation to establish a process for involving member organizations in the mitigation of, preparedness for, response to and recovery from emergencies and disasters in concert with District, federal, and private sector emergency operations plans.
- Regional offices also have important roles in the DRP, working directly with the District to help plan for disasters and to meet needs when emergencies occur.

G. Hospitals and Health Care

- The District has a partnership with the DC Hospital Association, an organization that represents the interests of 18 member hospitals and 70 associate member hospitals throughout the District. Under this partnership, the DC Hospital Association will serve as a clearinghouse communications center to disseminate information to response personnel regarding hospital capacity and effective transportation of victims in the event of an emergency. Additionally, the DC Hospital Association will coordinate information from hospitals regarding external decontamination facilities for use at an incident site and/or before entering hospitals.

H. Private Businesses

EMA and the Office of Property Management have established communication links with private sector associations to serve as a conduit of information among the different groups and organizations. Information likely to be shared includes details about government closings and evacuation routes. MPD will

also conduct building security and sweep training for building managers on a regular basis.

- ***Building Owners and Managers Association (BOMA)***. BOMA provides a network forum for industry professionals to discuss mutual problems, exchange ideas and share experience and knowledge. BOMA's government affairs and codes subject-matter experts address the needs and interests of office building owners, investors, developers, and managers to national, state, provincial, and local legislators.
- ***District of Columbia Chamber of Commerce (DCCC)***. DCCC is a nonprofit membership organization dedicated to improving the climate for business in DC. DCCC works to expand the economy in Washington, DC by attracting new jobs and creating economic opportunities for its members and District citizens. DCCC also focuses on issues that impact future growth and community development, including arts and culture, education, international trade, and government affairs.
- ***Greater Washington Board of Trade***. The Greater Washington Board of Trade is the largest regional network of business and non-profit leaders and the only group representing all industry sectors. Board of Trade companies in the District of Columbia, Northern Virginia and Suburban Maryland employ 40 percent of the region's private-sector workforce.

Organizations join the Board of Trade to grow their business and help build a better community. The Board of Trade:

- Creates business opportunities through networking events and community-building projects.
- Represents businesses and their employees on a wide range of issues.
- Markets the region as a vibrant place to work and live.

I. International Interests

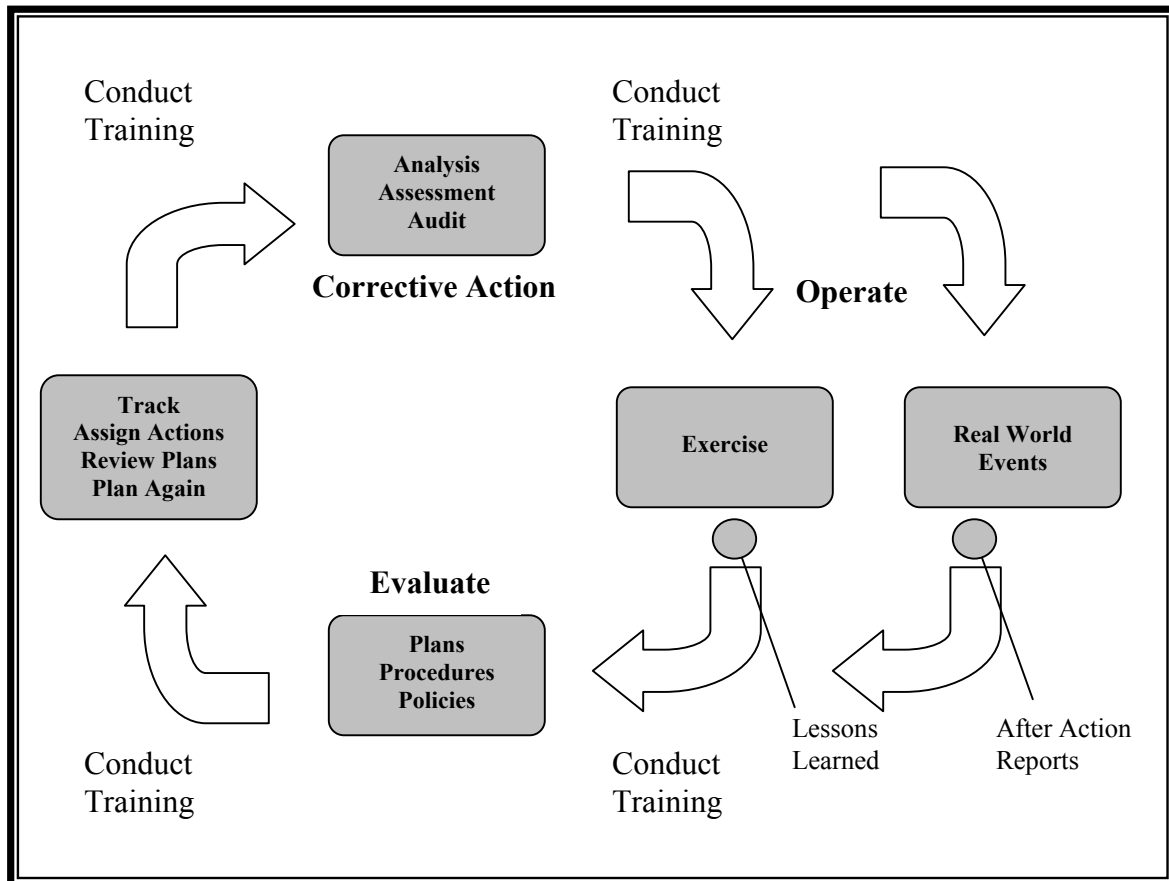
- In situations with international interests, EMA communicates with the Office of Foreign Missions within the U.S. Department of State. Information will be shared relating to government actions such as established evacuation routes. EMA will also regularly hold meetings and briefings with the embassies about emergency response generally, and about particular security interests and concerns.

VII. PREPAREDNESS CYCLE

- The DRP will be maintained, reviewed, and updated following a preparedness cycle that includes four phases: Plan, Operate, Evaluate, and Corrective Action.

(See Figure 6: Emergency Management Planning Cycle.) Participation of primary and support District agencies during all phases of this cycle ensures the DRP reflects the current policies, organizational structures, and methodologies utilized by District response organizations.

Figure 6: Emergency Management Planning Cycle



- EMA is responsible for coordinating overall planning under the DRP, including review and revision of the DRP, related annexes, and supporting operational procedures. Primary agencies are responsible for taking the lead in preparing and maintaining their specific ESF to the DRP. Primary and support agencies are responsible for planning and coordinating the delivery of emergency assistance. All agencies will contribute to the development of supporting material to the DRP, including regional annexes and appendices, as well as supplements describing specific policies and procedures for public emergency operations.
- The EPC is the principal body that addresses DRP planning and implementation at the working level. It handles issue formulation and resolution, review of after-action reports and lessons learned, significant changes to DRP planning and implementation strategies, and other DRP-related operational issues that involve interagency resolution. District agencies

designate representatives to serve on the EPC and other regional, and interagency bodies and working groups. District agencies also participate in DRP exercises, training, and post-event evaluation activities.

- In the National Capital Region, a regional interagency planning group exists to coordinate interagency and intergovernmental issues related to emergency planning and operations. District agencies, Virginia and Maryland state emergency management agencies, and local municipality emergency management agencies designate representatives to serve on the regional-interagency planning group and to participate in regional preparedness activities. Federal agencies are encouraged to send representatives to regional meetings and to participate in regional exercise and training activities.
- The preparedness of District agencies is demonstrated by the capabilities agencies possess to deliver emergency response assistance. The Department of Homeland Security (DHS) measures the development and maintenance of capability through a concept spanning: National Planning Scenarios, Target Capabilities List (TCL), and Universal Task List (UTL).
- The National Planning Scenarios provide a means for the District to conceptually prepare for a range of potential emergency incidents that address all types of hazards including terrorism, natural disasters, and health emergencies. They represent a minimum number of scenarios rather than every possible threat or hazard. The Scenarios help DHS identify the tasks that must be performed to prevent, protect against, respond to, and recover from a scenario event. Primary ESF agencies will consider these scenarios when preparing for or developing exercises and training to lead their functional area.
- There are 15 National Planning Scenarios:

1. Improvised Nuclear Device	9. Major Earthquake
2. Aerosol Anthrax	10. Major Hurricane
3. Pandemic Influenza	11. Radiological Dispersal Device
4. Plague	12. Improvised Explosive Device
5. Blister Agent	13. Food Contamination
6. Toxic Industrial Chemical	14. Foreign Animal Disease
7. Nerve Agent	15. Cyber
8. Chlorine Tank Explosion	
- The UTL identifies the tasks required to prevent, protect against, respond to, and recover from the incidents defined by the Scenarios. It provides very detailed information on what needs to be accomplished and under what conditions accomplishment will occur. This detail serves as a very precise way for District agencies to develop training and exercise objectives, and if necessary, refine plans. The UTL currently contains about 1600 tasks with about 250 tasks identified as critical tasks.

- To prepare for emergency incidents in an orderly way, the tasks in the UTL may be grouped into capabilities. With a focus particularly on critical tasks, it is possible to develop a series of capabilities that provide the means to achieve a measurable outcome resulting from the performance of one or more critical tasks, under specified conditions and standards of performance. These grouped tasks are collected and defined in the TCL.
- The TCL assumes that District agencies currently possess a level of capability to address steady-state operations and smaller-scale emergencies and disasters (i.e. routine firefighting, law enforcement services, or seasonal flooding). The TCL is focused on identifying the unique capabilities and incremental resources related to terrorism, very large-scale disasters, or pandemic health emergencies. Establishing the plans, procedures, systems, interagency relationships, training and exercise programs, and mutual aid agreements required to build capabilities for these emergencies will enhance performance for all hazards response, regardless of incident size.
- There exist 36 Target Capabilities. The capabilities and the District ESFs aligned with them are identified in Figure 7 as specified in the Department of Homeland Security Target Capability List 2.0. The District has identified a primary ESF to be responsible for understanding the current state of the District in supporting a capability, and it shall manage the improvement the District makes in expanding our capability. ESFs that support the primary ESF are also identified.

Figure 7: ESFs Aligned to Target Capabilities

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary Agency Target Capability Alignment	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical Services	Urban Search and Rescue	Hazardous Materials	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	Media Relations and Community Outreach	Donations and Volunteer Management
Target Capability	Primary (P) and Support (S) ESFs															
Animal Health Emergency Support						P					S					
CBRNE Detection	S	S			S			S		P	S	S	S			
Critical Infrastructure Protection	S	S	S	S	S			S		S	S	S	P		S	
Citizen Preparedness and Participation	S	S	S	S	P	S	S	S	S	S	S	S	S		S	S
Citizen Protection: Evacuation and/or In-Place Protection	S				P	S		S					S			S
Critical Resource Logistics and Distribution	S	S	S	S	P	S	S	S	S	S	S	S	S		S	S
Economic and Community Recovery						S								P	S	
Emergency Operations Center Management					P											
Emergency Public Information and Warning					P											S
Environmental Health and Vector Control	S							P			S					
Explosive Device Response Operations	S			S	S			S	S	S			P			
Fatality Management								P					S			
Firefighting Operations/Support				P												
Food and Agriculture Safety and Defense								P			S					
Information Gathering and Recognition of Indicators and													P			
Intelligence/Information Sharing and Dissemination	S	S	S	S	S	S	S	S	S	S	S	S	P		S	
Intelligence Analysis and Production	S			S	S	S		S	S	S			P			
Interoperable Communications	S	P		S	S	S		S	S	S			S			
Isolation and Quarantine								P								
Law Enforcement Investigation and Operations													P			
Mass Care (Sheltering, Feeding, and Related Services)						P		S								

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary Agency Target Capability Alignment	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical Services	Urban Search and Rescue	Hazardous Materials	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	Media Relations and Community Outreach	Donations and Volunteer Management
Target Capability	Primary (P) and Support (S) ESFs															
Mass Prophylaxis								P								
Medical Supplies Management and Distribution	S	S			S		S	P					S		S	S
Medical Surge								P								
On-Site Incident Management	S			P	S				S	S			S			
Planning	S	S	S	S	P	S	S	S	S	S	S	S	S		S	S
Public Health Epidemiological Investigation and Laboratory								P								
Public Safety and Security Response													P			
Responder Safety and Health			S	P	S	S		S	S	S	S	S				
Restoration of Lifelines	S	S	P									S				
Risk Management	DC Office of Risk Management															
Structural Damage and Mitigation Assessment	S		P													
Triage and Pre-Hospital Treatment	S							P								
Urban Search and Rescue									P				S			
Volunteer Management and Donations																P
WMD/Hazardous Materials Response and Decontamination										P						

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